

AIR TRAFFIC SERVICES



MODEL WORK ENVIRONMENT

Managing Your Way to MWE

*Policy and Guidance
for
Managers and Supervisors*

Volume I

EXECUTIVE SUMMARY

To attain a Model Work Environment (MWE), a process was designed that includes all Air Traffic Services (ATS) employees. The first step in this process was the creation of the ATS MWE vision, taken from employee suggestions and the ATS Management Team. Our vision for the future is to maintain a productive, rewarding, fair, safe, and satisfying environment that will promote more productive work in a comfortable atmosphere. To accomplish this, involvement and dedicated efforts of all employees working together is needed. Managers and supervisors, however, have a more critical role because they are responsible for maintaining a work environment in which the vision of ATS is realized. Managers and supervisors must communicate this vision to employees clearly and in ways that will be reflected in their interactions with fellow employees.

This is the first of two documents designed to bring synergy and focus to putting the theoretical concept of the agency's MWE plan into operation. Their purpose is to involve ATS employees in the process of creating an MWE by providing guidance to ATS managers and supervisors. "Managing Your Way to MWE" - Volume I addresses goals and strategic focus areas for each of the five qualities defined in the ATS MWE Vision. Included are some strategies and best practices; references for policies, rules, and regulations that apply; dates for special observances; and names of subject matter experts if assistance is required. To assist managers in assessing and transforming the work environment, a more detailed guide for action planning will be found in "Managing Your Way to MWE" - Volume II.

A successful MWE should affect the quality of worklife in ATS. ATS is committed to providing its employees with on-going, clear, and concise communication and detailed information about issues that effect them and will continue to promote and focus on improving the quality of worklife in ATS.



ACTING ASSOCIATE ADMINISTRATOR FOR AIR TRAFFIC SERVICES, ATS-1



DIRECTOR, AIR TRAFFIC SERVICE, AAT-1



DIRECTOR, AIRWAY FACILITIES SERVICE, AAF-1



DIRECTOR, AIR TRAFFIC SYSTEM REQUIREMENTS SERVICE, ARS-1



DIRECTOR, OFFICE OF SYSTEM CAPACITY, ASC-1



DIRECTOR, OFFICE OF INDEPENDENT OPERATIONAL TEST & EVALUATION, ATQ-1

TABLE OF CONTENTS

ATS Model Work Environment (MWE) Policy and Guidance for Managers and Supervisors

Part I.

Mission, Vision, Goals, and Values	4
Roles and Responsibilities	5
Definitions for an MWE	7

Part II. Strategic Focus Areas

Goal 1: Improve the leadership skills and competencies of employees.

1. Mentoring	10
2. Networking	11
3. Training and Developmental Assignments	12
4. Managerial and Supervisory Training	14
5. Executive/Management Development Programs	16

Goal II: Ensure accountability for competent work performance and appropriate behavior. Identify and reward outstanding performance.

1. Recognition	17
2. Rewards	17

Goal III: Establish and use systems and processes that are fair and performance-based. Eliminate non-merit barriers.

1. Recruitment	18
2. Selection	19
3. Succession Planning	20
4. Performance Management	21
5. Affirmative Employment	21
6. Complaint Review Team	22

TABLE OF CONTENTS

Goal IV: Develop and implement plans to make facilities safe, healthful and accessible. Ensure the environment is friendly, not “hostile.”

1. Architectural Environment	23
2. Non-Hostile Environment	24

Goal V: Assess employees’ level of satisfaction with their quality of worklife. Continue to communicate with employees regarding their level of satisfaction.

1. Communication	25
2. Organizational Assessments	26
3. Accountability	27

Reference Guide

A. Policies, Rules, and Regulations that Support an MWE	28
B. Family Friendly Services that Support Employees	33
C. Employee Associations/Special Emphasis Programs	34
D. FAA Special Observances/Special Emphasis Programs	35
E. ATS Labor Organizations	37
F. ATS MWE Process Flow Chart	38
G. ATS MWE Council and Coordinators	39

The ATS mission statement is derived from the Model Work Environment enabling goal of FAA's Strategic Plan. As such, we will apply the mission, vision, goals and values listed below to shape the future of our environment.

Mission

To create and maintain a work environment that supports a productive and skilled work force to better serve our customers now and into the 21st Century.

Vision

To maintain a productive, rewarding, fair, safe, and satisfying work environment.

Goals

- GOAL I:** Improve the leadership skills and competencies of employees.
- GOAL II:** Ensure accountability for competent work performance and appropriate behavior. Identify and reward outstanding performance.
- GOAL III:** Establish and use systems and processes that are fair and performance-based. Eliminate non-merit barriers.
- GOAL IV:** Develop and implement plans to make facilities safe, healthful, and accessible. Ensure the environment is friendly, not "hostile."
- GOAL V:** Assess employees' level of satisfaction with their quality of worklife. Continue to communicate with employees regarding their level of satisfaction.

Values

- Giving our employees what they need, then letting them do their jobs.
- Making timely decisions at the lowest level.
- Valuing our employees.
- Being open to new ideas.
- Speaking out for what we believe, even when it is unpopular.
- Recognizing each person's contributions, and realizing each person's full potential.
- Collaborating across organizations within ATS.

WE BELIEVE IN:

Trust
Integrity
Honesty
Involvement
Teamwork
Diversity
Respect

WE ARE COMMITTED TO:

Responsiveness
Quality
Timeliness
Fiscal Responsibility
Accountability
Communication

ROLES AND RESPONSIBILITIES

Managerial & Supervisory

- Create an environment that supports and encourages the contributions of all employees and is free of inappropriate and unlawful behavior.
- Communicate your expectations for behavior in the workplace openly and honestly and accept nothing less.
- Treat all employees with dignity and respect.
- Create and maintain a positive and supportive work environment that promotes participation of all employees in work activities, for the benefit of the individual and the organization.
- Assign work equitably so employees have the opportunity for professional growth.
- Assign work so that diverse views are represented in decision making.
- Communicate promotional and developmental opportunities to employees in a timely manner.
- Identify and eliminate conditions and non-merit factors that contribute to under-representation at all organizational levels.
- Identify, eliminate, and prevent discrimination and harassment.
- Discipline those who create, foster, condone, or tolerate an intimidating, hostile, offensive, or abusive work environment.
- Serve as a role model for the behavior that fosters a productive and hospitable work environment.

Employee

- Share the responsibility for ensuring a productive and hospitable workplace.
- Treat each other with dignity and respect.
- Work together harmoniously and effectively.
- Respect each other's contributions.
- Identify career goals and aspirations.
- Seek the knowledge, skills, abilities, and experiences required to remain productive in current position, and continue progress on career path.
- Participate fully in training and developmental activities by applying what was learned to the workplace.
- Do not tolerate those who create, foster, or condone an intimidating, hostile, offensive, or abusive work environment.
- Discover how others wish to be treated, and afford them that courtesy.
- Seek productive and efficient solutions to everyday problems that do not compromise the integrity of co-workers.
- Help and support co-workers so team members share in success.
- Be responsible for your own actions.

ROLES AND RESPONSIBILITIES (CONT'D)

MWE Coordinators

- Guide the MWE action planning process.
- Develop strategies and options for resolving issues and provide information regarding ATS' policies and procedures.
- Research and explain relevant ATS policies, procedures, and problem-solving channels.
- Assist management in identifying critical success factors.

DEFINITIONS FOR AN MWE

The ATS council surveyed some of ATS' employees for their definition of an MWE. Listed below is a **random sampling** of their responses. These responses were helpful in creating the vision for ATS.

QUESTION: What is an MWE?

- “A workplace that supports and allows employee creativity and productivity in the environment most convenient and comfortable for them, even if it is in their home [telecommuting].”
- “An environment that allows a working schedule where an employee performs assigned duties in a way that accommodates pursuing educational goals whether during the workday or after hours.”
- “A workplace where there is uncompromised professionalism which includes proper and appropriate attire, attitudes, behavior and communications.”
- “A workplace where everyone works as a team regardless of their title, gets along in a tension-free atmosphere, and is provided the same or equal working tools and workstations.”
- “An environment where all employees can work free from the threat of discrimination and harassment. Also, where they can create/contribute to a positive work environment for all people. It is a place where management communicates to the work force and listens to the work force. A place where management is doing the right things for the organization and employees as well as showing concern for the business. A place where employees are able to communicate views regarding issues and a place where employees have mutual respect for each other--even if they are not in agreement.”
- “A hostile-free workplace where there is fairness among all employees and equal treatment of all people from the clerical staff to the Senior Executive Service (SES).”
- “An environment devoid of sexual harassment - not hostile, but informs, empowers, and makes employees accountable.”
- “Being considerate of other people's job (duties). Planning in advance to make each other's workload easier.”
- “An enjoyable place to work where everyone is treated fairly and equally. It is a place where everyone is treated with respect and where everyone understands that people are different.”
- “An environment that encourages work--one that is a respectful, a hostile-free workplace in which co-workers work together harmoniously.”

DEFINITION FOR AN MWE (CONT'D)

- “An environment that supports an employee’s educational goals. [An environment that] Looks for ways to improve, recognize and reward contributions without the employee having to initiate it.”
- “An environment that provides for employee growth; and treats employees with respect and dignity. An environment free of hostilities and one that promotes harmony. An environment where people feel good about coming to work. One where employees talk about the positive atmosphere in the workplace and where people want to come to work.”

STRATEGIC FOCUS AREAS

ATS' vision is to maintain a productive, rewarding, fair, safe, and satisfying work environment. The vision inspired the creation of the goals. You may use the strategic focus areas (listed under the goals) to assist you in developing your initiatives to support the objectives of ATS' Model Work Environment. The strategic focus areas may include but are not limited to the following:

Goal I: Improve the leadership skills and competencies of employees.

1. Mentoring
2. Networking
3. Training and Developmental Assignments
4. Managerial and Supervisory Training
5. Executive/Management Development Programs

Goal II: Ensure accountability for competent work performance and appropriate behavior. Identify and reward outstanding performance.

1. Recognition
2. Rewards

Goal III: Establish and use systems and processes that are fair and performed-based. Eliminate non-merit barriers.

1. Recruitment
2. Selection
3. Succession Planning
4. Performance Management
5. Affirmative Employment
6. Complaint Review Team

Goal IV: Develop and implement plans to make facilities safe, healthful, and accessible. Ensure the environment is friendly, not "hostile."

1. Architectural Environment
2. Non-Hostile Environment

Goal V: Assess employees' level of satisfaction with their quality of worklife. Continue to communicate with employees regarding their level of satisfaction.

1. Communication
2. Organizational Assessments
 - a. Surveys
 - b. Focus Groups
3. Accountability

NOTE: ATS resources are identified in Part II of this document. When no ATS resources were available, agency, departmental or other resources have been provided.

GOAL I: IMPROVE THE LEADERSHIP SKILLS AND COMPETENCIES OF EMPLOYEES.

The strategic focus areas may include but are not limited to the following: Mentoring; Networking; Training and Developmental Assignments; Managerial and Supervisory Training; and Executive/Management Development Programs.

1. MENTORING:

ADVANTAGES:

- Mentoring can significantly enhance an individual's career development and advancement.
- Mentors provide better access to promotion and developmental opportunities.
- Mentors help their protégés advance by building self confidence and by providing career guidance and direction.
- Most successful employees have had mentors.
- Mentoring programs are intended to reach all employees who otherwise might have limited mentoring opportunities.

SUGGESTED STRATEGIES:

- Develop a local mentoring program to meet the employee's needs within available resources.
- Develop selection criteria for mentors.
- Select, train, and provide follow-up support for mentors.
- Publicize the mentoring program.
- Implement a pairing process by:
 - Exchanging biographical information
 - Providing opportunities for participants to meet at social gathering
 - Identifying preferences for pairs
 - Determining pairs
- Monitor the mentoring process at least annually for effectiveness.
- Evaluate your mentoring program by:
 - Defining methods of evaluation.
 - Making the results available to employees.
 - Identifying gaps and weak areas.
 - Making changes accordingly.
- Encourage nonselected employees to talk about career issues and strategies with those who have been more successful.

RESOURCES:

- Technical Women's Organization (TWO) Mentoring Under DOT's "One DOT"
<http://www.tc.faa.gov/techorg/mentoring.htm>
- Mentoring
<http://interweb.faa.gov/ahr/soss/devempl/devact/index.htm>

GOAL I (CONT'D)

2. NETWORKING

ADVANTAGES:

- There is a strong consensus among successful management personnel that an effective network can help one's career.
- Networking maintains relationships with others through shared goals and job duties.
- Networking will generally involve a diverse group of people.
- A successful network is one which networks below, as well as above and horizontally.
- Successful employees have learned to develop effective networks.
- Networks that are most beneficial are those in which member participation changes as the employee progresses.
- Membership in professional organizations, employee associations, and developmental programs provide networking benefits.

SUGGESTED STRATEGIES :

- Identify and encourage membership in employee associations and special emphasis program focus groups.
- Identify successful employees, including women and minorities, who can provide networking opportunities.
- Provide literature to interested personnel on the dynamics of networking.

RESOURCES:

- Office of Civil Rights
- Human Resource Management
- Employee Associations
 - The Council of African American Employees (CAAE)
 - FAA Gay, Lesbian or Bisexual Employees (GLOBE)
 - National Coalition of Federal Aviation Administration Native American and Alaska Native Employees (NAAN)
 - National Asian and Pacific American Association (NAPA)
 - National Black Coalition of Federal Aviation Employees (NBCFAE)
 - National Coalition of Federal Aviation Employees with Disabilities (NCFAED)
 - National Hispanic Coalition of Federal Aviation Employees (NHCFAE)
 - Technical Women's Organization (TWO)
 - Professional Women Controllers (PWC)
- Special Emphasis Programs
 - Federal Women's Program (FWP)
 - Hispanic Employment Program (HEP)
 - People with Disabilities Program (PWDP)
- Professional Organizations
 - Air Traffic Control Association (ATCA)

GOAL I (CONT'D)

3. TRAINING AND DEVELOPMENTAL ASSIGNMENTS

ADVANTAGES:

- With an avenue for self-development available to employees, they can pursue more responsible positions in the agency.
- Training and developmental assignments will provide more insight into and knowledge of the FAA and other positions in the FAA.
- Training and special assignments will allow participants to demonstrate skills and abilities.

SUGGESTED STRATEGIES:

- Communicate the changing nature of career opportunities as the FAA restructures and reduces the proportion of managers to all employees.
- Identify possible career strategies when there are fewer management positions.
- Publicize developmental opportunities in a timely manner.
- Identify success in ways other than promotions: for example, through introducing and promoting cross-training, and recognizing team participation, and employee performance.
- Encourage all employees to develop and maintain an Individual Development Plan (IDP).
 - Install IDP software (if available) and train employees on how to use it.
- Develop training and developmental programs locally to meet participant needs and use available resources.
- Assist employees in identifying the knowledge, skills, and abilities (KSA's) required for their targeted positions.
 - Develop a needs-based system based on the KSA's and IDP's.
- Prioritize training based on "true need," "operationally essential," and "developmental."
- Establish a balance between short-term and long-term training.
- Provide short-term in-house training, rotations, details, and shadowing opportunities.
- Encourage participation in high-visibility assignments – task forces, steering committees, councils, and panels; ensure recruitment for these assignments from among diverse groups.
- Assume responsibility for training nomination(s) and the selection process.
 - Clearly communicate the selection process to candidates one-on-one.
- Determine how to temporarily fill positions when employees are in training or are working on special assignments.
- Publicize developmental opportunities in a timely manner.

GOAL I (CONT'D)

- Identify under-represented groups using data provided by the Office of Civil Rights or other appropriate sources.
- Conduct outreach to under-represented groups by:
 - Creating uniform outreach standards
 - Determining an outreach method of delivery (large meetings, private conferences, written materials, etc.).
- Beyond IDP planning, target succession planning to prepare employees for management positions.
 - Determine resources to implement succession planning proposal (people, money, and space).
 - Commit resources.
 - Decide where responsibility will reside to implement the proposal—at which level within each organization.
 - Design the pool of personnel for succession to be competitive, permeable, and diverse.

RESOURCES:

- Airway Facilities IDP Order 3410.22 (11/21/91)
- Airway Facilities Employee/Supervisor Handbook, IDP Process, June 1992
- AF Developmental Assignment Guide (quarterly)
- FAPM 410, Training and Development
<http://interweb.faa.gov/ahr/policy/fapm/fapms/index.cfm>
- FAA and DOT Operating Principles to Implement Congressional Requirements and Limitations Regarding Employment Training-Section 337 of FY 1996 DOT Appropriation Act (PL 104-50)
- Human Resource Management

GOAL I (CONT'D)

4. MANAGERIAL AND SUPERVISORY TRAINING

Listed below are some suggested courses for managers and supervisors. Contact your training coordinator.

Course	Objectives	Resources
ORGANIZATIONAL EFFECTIVENESS & THE MWE VISION	To describe the characteristics and dimensions of the FAA MWE model workplace vision within the OE model, and establish standards and criteria for evaluating current workplace practices.	Computer Based Instruction (CBI) — FAA MWE for Managers and Supervisors Module 1
EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND AFFIRMATIVE ACTION (AA) PRACTICES	To train managers and supervisors on EEO legal and regulatory requirements and explain how they are to support and enforce requirements, respond to problems, and manage diversity.	CBI Module 2
PREVENTION OF SEXUAL HARASSMENT	To explain the role of the manager and supervisor in preventing harassment in the work place.	CBI Module 3
FAA MANAGEMENT PRACTICE	To train managers and supervisors to design and develop workplace practices and procedures consistent with MWE values.	CBI Module 4
"PREVENTING HARASSMENT IN THE FAA"	To depict sexual and other forms of harassment in the workplace with discussion of impacts on organizational effectiveness.	Video 1998
INFLUENCE, INQUIRY, & IMPLICATIONS: A LEADER S PATH TO THE FUTURE (13)	To train leaders/managers to assess their interpersonal effectiveness and discover breakthrough strategies, interventions, and behaviors to enhance organizational results.	Center for Management Development (CMD)

005199a.ill

GOAL I (CONT'D)

Listed below are some Occupational Safety and Health (OSHA) training courses available. For more information contact your regional Occupation, Safety, and Health Manager, AXX-470 office and/or headquarters, Environmental, Engineering, and Safety Division, ANS-500.

Course	Objectives	Resources
Environmental Liabilities for Federal Managers (#12034)	To train managers on liability associated with environmental management.	Video
Awareness of Lockout/Tagout Procedures (#12600)	To provide awareness level training relating to the Lockout/Tagout program.	Lecture Video
Applications of Lockout/Tagout Procedures (#12601)	To provide employees hands-on applications relating to the lockout or tagout of hazardous energy.	Lecture Lab
Avoiding Slips, Trips and Falls (#12621)	To provide awareness level training associated with the hazards resulting from slips, trips or falls.	Video Student Guide
ATCT Fire Protection System — Technician (#12632)	To provide employees with the applicable knowledge to adequately maintain fire protection systems.	Lecture Video Lab
Fire safety concepts and practice engineering (#12633)	To familiarize employees with general fire safety concepts employed in the design of buildings.	Lecture Video Lab
General Safety Health and Environmental Awareness (#12700) (TSD) Training Support Division	To provide general safety awareness.	CBI
Occupational Safety for Supervisors (#14600) (TSD) Training Support Division Awareness of Hazard	To train supervisors concerning their responsibility for maintaining safety in the workplace.	Correspondence
Communication Procedures (#14640)	To provide awareness level training for employees who work with or may work with hazardous materials.	Correspondence

Handling Workers' Compensation Claims of Other Safety/Health Issues
<http://interweb.faa.gov/ahr/soss/mainmenu.htm>

005199b.ill

GOAL I (CONT'D)

5. Executive/Management Development Programs

Program	OST Control	Length	Call goes out	Cost	Travel/Per Diem	Eligibility	Selection Process	Typical # of Participants
Women's Executive Leadership (WEL)	No	1 yr	Winter	\$3,650	\$10,000	11/12 Full Time	LOB Panels/ Human Resource Coordinator	10-20
OPM Mgmt Development Seminar	No	1-2 wk Semester	Summer	\$1625-2575	Varies	15 & Executives	Currently being decided	25-40
Department of Commerce (Science)	No	10 mo	Spring	\$3,000	\$1,000	Scientist/ Engineers (15's)	Priority Nominations	3
Executive Potential Program (EPP)	No	1 Yr	Fall	\$4,900	\$15,000	13/14 Full Time	LOB Panels/ Human Resource Coordinator	10
Council of Excellence in Government Fellows	Yes	1 yr	Spring	\$6,000	\$2000-5000	14 Full Time	LOB Panels / Human Resource Coordinator	10

GOAL II: ENSURE ACCOUNTABILITY FOR COMPETENT WORK PERFORMANCE AND APPROPRIATE BEHAVIOR. IDENTIFY AND REWARD OUTSTANDING PERFORMANCE.

The strategic focus areas may include but are not limited to the following: Recognition and Rewards.

1. RECOGNITION AND REWARDS

ADVANTAGE:

- A successful recognition and rewards program fosters teamwork, employee involvement, and commitment that support ATS' vision and goals.

SUGGESTED STRATEGIES:

- Establish and implement performance standards that hold employees accountable for their contributions to ATS' MWE vision.
- Conduct evaluations to assess compliance to standards.
- Execute reward and penalty systems.
- Implement management incentives that promote the vision of the ATS MWE.
- Provide positive feedback to employees' superior performance and/or behavior, through verbal accolades in public, recognition such as performance awards, letters of commendation, time-off awards, etc.
- Honor employees, groups of employees, or teams whose work performance excel or whose efforts have improved the quality of work life, fostered employee involvement and commitment and/or supported the ATS MWE goals.
- Recognize employees in a public forum such as team meetings or all-hands meetings.
- Emphasize performance standards for appropriate work performance and behavior.
- Communicate expectations to employees through oral, written, and/or automated methods.
- Correct inappropriate behavior, if needed, through counseling and/or informal or formal disciplinary actions.
- Evaluate the rewards and recognition process annually.

RESOURCES:

- ATS and FAA PRIB #16 Performance Management, April 1, 1996
<http://intranet.faa.gov/ahr/policy/prib/index.cfm>
- FAPM 430-5, Air Traffic Recognition Program
<http://interweb.faa.gov/ahr/policy/fapm/fapms/index.cfm>
- Airway Facilities National Honorary Award for Excellence Program, 3450.37
- Human Resource Management

GOAL III: ESTABLISH AND USE SYSTEMS AND PROCESSES THAT ARE FAIR AND PERFORMANCED-BASED. ELIMINATE NON-MERIT BARRIERS.

The strategic focus areas may include but are not limited to the following: Recruitment Selection, Succession Planning, Performance Management, Affirmative Employment, and Complaint Review Team.

1. RECRUITMENT:

ADVANTAGE:

- Extended recruitment practices will increase the diverse pool of candidates.

SUGGESTED STRATEGIES:

- Develop plans to enhance the recruitment of under-represented groups.
 - Identify opportunities for positions that prepare the employees and provide entry into organizational career fields.
- Continue involvement with Historically Black Colleges and Universities (HBCU), Hispanic Serving Institute (HSI), and Tribal Educational Institutions.
 - Attend minority career fairs and conduct informational seminars.
- Contact career offices and appropriate academic departments.
- Market opportunities in a way that will appeal to targeted group both internally and externally.
- Use a variety of resources including colleges and universities to recruit persons with disabilities.
- Increase the participation of under-represented groups in FAA's CO-OP and student internship programs.
- Use the Outstanding Scholar hiring authority as a tool to address under-representation.

RESOURCES:

- AF Collegiate Training Initiative (CTI)
- ATS PRIB #18B - External Hiring (AT - CTI Graduates) - 07/28/98*
- ATS PRIB #18 (External Hiring)*
- HRPM Emp-1.10 Permanent External Hiring **
- HRPM Emp-1.11 Temporary External Hiring **
- HRPM Emp-1.14 Permanent Internal Assignments**
- HRPM Emp-1.15 Temporary Internal Assignments **
- Human Resource Management
- Office of Civil Rights

*PRIBS:<http://intranet.faa.gov/ahr/policy/prib/index.cfm>

**The following can be found under employment on: <http://intranet.faa.gov/ahr/policy/hrpm/hrpmtoc.htm>

GOAL III (CONT'D)

2. SELECTION

ADVANTAGE:

- All employees will be assessed equally and provided a fair opportunity for advancement.

SUGGESTED STRATEGIES:

- Assess how effectively subordinate managers and supervisors are identifying fairness problems associated with discrimination such as age, race, religion, etc.
- Establish informal groups and conduct one-on-one discussions with employees on issues affecting organizational effectiveness, employee performance, and career development.
- Maintain dialogue with unions, employee associations, and special emphasis program groups regarding organizational change efforts.
- Establish clear guidance for expectations regarding fairness and effective management; refer to *Diversity Performance Standards for Managers and Supervisors*. http://interweb.faa.gov/ahr/soss/ModlEnvr/outcomes_expectations.htm
- Review recruitment and selection processes, criteria, and job requirements to ensure they are fair, performance-based, and do not include non-merit barriers to the advancement of any group of employees.
- Evaluate selections and promotions to see that equal access is provided to all employees.
- Conduct annual reviews of policy, guidance, and practices.
- Identify the level of skills required for a position and select participants accordingly.
- Establish clear competencies for positions.
- Provide feedback to candidates who are interviewed to enhance their development.
- Train managers and supervisors to deliver feedback effectively and sensitively.
- Determine the best way to provide constructive feedback.
- Ensure confidentiality of the source and content of feedback.
- Determine the feasibility of acquiring pertinent experience in non-traditional ways.
 - Establish stated policy that employees' chances for future promotion opportunities should not be affected because they pass on a particular job opportunity due to relocation concerns.

GOAL III (CONT'D)

RESOURCES:

- AF Centralized Applicant Pools (CAPS)
- AF Basic Electronics Screening Tool (BEST)
- AF Managerial Selection Process (AFMSP) - FAA Order 3330.1B - Appendix 7
- AT Selection and Training (ATSAT)
- AT National Selection Process - FAPM Letter 330.4A, Appendix 8
- ATS PRIB #21 - Promotion Qualifications - April 14, 1996
<http://intranet.faa.gov/ahr/policy/prib/index.cfm>
- PRIB #018
<http://intranet.faa.gov/ahr/policy/prib/index.cfm>
- HRPMP Emp-1.8 Interview Policy
<http://intranet.faa.gov/ahr/policy/hrpm/hrpmtoc.htm> (See Employment.)
- Human Resource Management
- Office of Civil Rights

3. SUCCESSION PLANNING

ADVANTAGE:

- Succession Planning allows those in FG-12 positions and above to prepare for management positions.

SUGGESTED STRATEGIES:

- Develop ATS Succession Planning System.
- Determine resources to implement the proposal.
- Commit resources to implement the proposal.
- Decide where responsibility will reside--at which level within each organization.
- Design the pool of personnel for succession to be competitive, permeable, and diverse.

RESOURCES:

- FAPM Letter 330-4A, Air Traffic National Selection Process – Appendix 8
<http://interweb.faa.gov/ahr/policy/fapm/fapms/index.cfm>
- Human Resource Management

GOAL III (CONT'D)

4. PERFORMANCE MANAGEMENT

ADVANTAGES:

- Employees will have a clear understanding of the stated goals and objectives of the organization.
- An emphasis on performance will foster teamwork among employees within organizations as well as throughout the lines of business (LOB's.)

SUGGESTED STRATEGIES:

- Conduct one-on-one discussions with employees on issues affecting organizational effectiveness, employee performance, and career development.

RESOURCES:

- FAPM Letter 430-3, AAF Performance Plan*
- FAPM Letter 430-1A, Performance Planning and Recognition System*
- FAPM Letter 430-5, AAT Recognition Program*
- Human Resource Management

5. AFFIRMATIVE EMPLOYMENT

ADVANTAGE:

- An Affirmative Employment Plan provides a diverse work force.

SUGGESTED STRATEGIES:

- Communicate vacancy announcements using all available media for wider dissemination.
- Use the target recruitment method.
- Identify positions that can be used as detail opportunities to increase the pool of candidates.
- Notify employee associations of potential vacancies and recruitment efforts.
- Encourage the use of student intern and CO-OP programs such as Historically Black Colleges (HBCU) and Universities and Hispanic Association of Colleges and Universities (HACU).

RESOURCES:

- Current vacant positions, vacant positions resulting from attrition, and detail opportunities identified on IDP's and those associated with programs such as WEL and EPP.
- Affirmative Employment Plan
<http://www.faa.gov/acr/aep/aa.htm>
- Office of Civil Rights

*<http://intranet.faa.gov/ahr/policy/fapm/fapms/index.cfm>

GOAL III (CONT'D)

6. COMPLAINT REVIEW TEAM

ADVANTAGES:

- Complaints can be resolved at the lowest level.
- Immediate action can be taken to resolve complaints.

SUGGESTED STRATEGIES:

- Develop a team consisting of representatives from Civil Rights, Human Resources, Office of the Chief Counsel, and your organization.
- Identify areas where the complaint review team would be beneficial (i.e. alternative dispute resolution (ADR), mediation, arbitration, facilitation, etc.
- Conduct regularly scheduled review sessions.

RESOURCES:

- ATS MWE Indicators
<http://www.faa.gov/ats/mwe.htm>
- ATS PRIB 17, Guaranteed Fair Treatment
<http://intranet.faa.gov/ahr/policy/prib/index.cfm>
- Office of Civil Rights
- Office of Human Resources

GOAL IV: DEVELOP AND IMPLEMENT PLANS TO MAKE FACILITIES SAFE, HEALTHFUL AND ACCESSIBLE. ENSURE ENVIRONMENT IS FRIENDLY, “NOT HOSTILE.”

The strategic focus areas may include but are not limited to the following: Architectural Environment, and Non-Hostile Environment

1. ARCHITECTURAL ENVIRONMENT

ADVANTAGES:

- Physical surroundings are conducive to work requirements.
- Building Management immediately addresses environmental issues.

SUGGESTED STRATEGIES:

- Review items with employees and employee organizations for additional concerns or for ideas on improving the work environment.
- Work in partnership with ATS Management, as appropriate, to make improvements and accommodations as required.
- Provide awareness briefings and training on safety and health issues for all personnel.
- Be observant in reviewing the facility for physical and architectural needs.
- Designate a conspicuous place to post safety information.
- Consider incorporating safety awareness as part of new employee orientation.
- Give prompt attention to reports, by employees or others, of unsafe or unhealthy working conditions.
- Establish and use the Occupational Safety, Health, and Environmental Compliance Committee (OSHECOMM) in conjunction with Airway Facilities to assess facility environment and mitigate identified areas of concern.

RESOURCES:

- Rehabilitation Act of 1973
- Architectural Barriers of 1968
- See child care reference
- See OSHA training reference

GOAL IV (CONT'D)

2. NON-HOSTILE ENVIRONMENT

ADVANTAGES:

- When people can work in a safe, non-threatening atmosphere, there is:
 - Increased productivity
 - Higher morale
 - Decreased absenteeism and a lower turnover rate
 - Improved performance

SUGGESTED STRATEGIES:

- React swiftly and deliberately to address acts or conditions of hostile work environment.
- Be aware of what is happening with the employees under your supervision.
- Set an example by creating a non-hostile work environment.
- Establish open lines of communication by providing clear policy and training as appropriate.
- Encourage the use of the Administrator's Hotline to report any hostile work environment complaints.
- Encourage employees to disclose any hostile work environment issues immediately to their supervisors or other management officials by emphasizing dispute resolution of issues at the lowest level and ensuring all employees are familiar with their dispute resolution processes.
- Prominently post the names and access routings for all EEO Counselors in your organization.
- Discuss MWE issues at all-hands meetings.

RESOURCES:

- ATS PRIB #17 and FAA National PRIB #17
<http://intranet.faa.gov/ahr/policy/prib/index.cfm>
- ATS Sexual Harassment Accountability Board video - 1998
- "Preventing Harassment in the FAA" (1998) video
- Alternative Dispute Resolution (ADR) - Mediation
<http://www.faa.gov/acr/adr.htm>
- FAPM Letter 2635, Conduct and Discipline
<http://interweb.faa.gov/ahr/policy/fapm/fapms/index.cfm>
- How to Address Workplace Discrimination
<http://www.faa.gov/acr/acrhome.htm>
- Office of Civil Rights
- Office of Human Resources

GOAL V: ASSESS EMPLOYEE'S LEVEL OF SATISFACTION WITH THEIR QUALITY OF WORK LIFE. CONTINUE TO COMMUNICATE WITH EMPLOYEES REGARDING THEIR LEVEL OF SATISFACTION.

The strategic focus areas may include but are not limited to the following: Communication, Organizational Assessment, and Accountability.

1. COMMUNICATION

ADVANTAGE:

- Effective communication provides employees with information regarding office and agency events.

SUGGESTED STRATEGIES:

- Provide thorough communications through all means that are appropriate.
- Establish and maintain access to information materials that are pertinent to job requirements, employee benefits, and employee activities.
- Partner with disabilities associations to promote sound practices that affect persons with disabilities.
- Provide People With Disability training for managers and employees.
- Establish and maintain a dialogue with employees and employee associations regarding organizational change efforts by addressing their concerns. Be receptive to feedback and provide follow-up on any feedback received.
- Share information on organizational change efforts and any changes in developmental opportunities with employees as appropriate.
- Maintain an open-door policy by continuously searching for new ideas and solutions as modernization takes place.

RESOURCES:

- Employee Attitude Survey – Civil Aeromedical Institute (CAMI)-405-954-6825
- Staff meetings
- All hands meetings
- One-on-one sessions
- E-mail/electronic communications
- Newsletters

GOAL V (CONT'D)

2. ORGANIZATIONAL ASSESSMENTS

ADVANTAGE:

- Organizational assessments provide information on employee concerns regarding job satisfaction and other aspects that affect their quality of work life.

SUGGESTED STRATEGIES:

- Conduct facility and organizational assessments. Use ATS' "Managing Your Way to MWE" Volume II to assist you in your action planning process.
- Address issues identified by the assessment and/or cross-validated by the EAS.
- Obtain EAS data by contacting the Civil Aeromedical Institute (CAMI) Human Resources Research Division (405-954-6825) or the EAS Program Manager (AHR-23) (202-267-3426). Data breakdown may be customized depending on the sampling return rate for the LOB within your region.
- Continue to assess, transform, measure, and improve the facility's work environment.
- Communicate with the Office of Civil Rights, at least annually, to ensure the facility management's awareness of EEO initiatives and issues.
- Communicate with local employee association representatives quarterly to maintain awareness of issues and events.
- If you have any questions regarding the EAS information, contact an ATS council member or an MWE coordinator.

RESOURCES

- "Managing Your Way to MWE" - Volume II
<http://www.faa.gov/ats/mwe.htm>
- EAS- CAMI- 405-954-6825
- EAS Program Manager - AHR-23 – 202-267-3426
- Office of Civil Rights
- ATS council and/or MWE coordinator

GOAL V (CONT'D)

3. ACCOUNTABILITY

ADVANTAGES:

- There is an appropriate point of contact for a particular subject matter.
- There is a commitment to personal accountability for attaining organizational goals and objectives.

SUGGESTED STRATEGIES:

- Develop your MWE action plan.
- Identify measurable ways to facilitate the implementation of your MWE action plan as well as the corporate plan.
- Submit your action plan in May of each year.
- Communicate to employees the shared responsibility for ensuring a productive and hospitable workplace.

RESOURCES:

- "Managing Your Way to MWE" - Volume I/II
<http://www.faa.gov/ats/mwe.htm>
- FAA Order 1110.125 – Accountability Board Order

A. POLICIES, RULES, AND REGULATIONS THAT SUPPORT A MODEL WORK ENVIRONMENT (MWE)

Listed below are some of the references for policies, rules, and regulations that are important to understand when managing a Model Work Environment.

Topic	Description	Reference
Accountability Board	Provides the scope of the Accountability Board's review which includes allegations of sexual harassment and misconduct of a sexual nature that fall short of the legal definition of sexual harassment but nonetheless impact job performance or are not conducive to a professional work environment.	FAA Order 1110.125 ATS Sexual Harassment Accountability Board-video, 1998
Affirmative Action (AA)	Provides information to remedy under-representation of minorities, women, and people with disabilities resulting from the effects of past discrimination through the consideration of race, gender, and disability. AA is required by law.	Affirmative Action: http://www.faa.gov/acr/employee.htm
Career Development	Provides employees information to undertake programs of self-development to prepare themselves for more responsible positions in the agency.	Developing Employees: http://interweb.faa.gov/ahr/soss/sitemap.htm
Discrimination Complaint Process	Describes the EEO complaint process.	29 CFR 1614 Equal Employment Opportunity Process FAQ: http://www.faa.gov/acr/eeofaq.htm

005199d.iii

A. POLICIES, RULES, AND REGULATIONS (CONT'D)

Topic	Description	Reference
Diversity	Provides information on Definition of Diversity, DOT's Policy Statement, and the Administrator's Awards Program.	Diversity: http://www.faa.gov/acr/employee.htm Civil Rights Overview: http://www.faa.gov/acr/overview.htm
Employee Benefits	Provides information and counseling to employees concerning employee benefits. Information concerning areas such as life insurance, health benefits, retirement systems, and injury compensation are included.	Retirement: http://www.opm.gov/retire Health Insurance: http://www.opm.gov/insure Life Insurance: http://www.opm.gov/insure/life Benefits: http://interweb.faa.gov/ahr/policy/benefits/benefits.cfm
Equal Employment Opportunity (EEO)	Is required by law and ensures that Federal Employees or applicants are protected against discrimination based on race, color, sex, religion, age, national origin, disability (mental and physical) and reprisal.	EEO: http://www.faa.gov/acr/employee.htm 29 CFR 1614
Federal Injury and Compensation Program	Outlines procedures for reporting unsafe conditions and investigating mishaps that involve employees. Promotes clear understanding of the Worker s Compensation claim process for job related injuries and/or illnesses.	Handling Workers Compensation: http://interweb.faa.gov/ahr/soss/mainmenu.htm Supervisor's Guide to Workers' Compensation Claims: http://interweb.faa.gov/ahr/soss/WorkComp/wc/supervisor_guide.htm
Grievance Process	Note: Under revision — contact Human Resources (HR). Provides for fair and timely review of disputes concerning employment matters.	FAA Grievance Procedure: http://intranet.faa.gov/ahr/policy/PMS/pmsch3.htm
Guarenteed Fair Treatment	Note: Under revision - contact HR. Provides appeal process for various appealable personnel actions.	PRIB #17: http://intranet.faa.gov/ahr/policy/prib/index.cfm FAA Appeals Procedure...: http://intranet.faa.gov/ahr/policy/pms/pmsch3.htm
Hostile Work Environment	Legal Definition-Lattimore v. Polaroid Corporation, 19 U.S. App. LEXIS 28337, (1st Cir.1996) show that the "workplace is permeated with discriminatory intimidation, ridicule, and insult that are sufficiently severe or pervasive to alter the conditions of the victim s employment and create an abusive working environment.	FAPM Letter 2635: http://intranet.faa.gov/ahr/policy/fapm/fapms/index.cfm How to Address Work Place Discrimination: http://www.faa.gov/acr/acrhome.htm

005199e.ill

A. POLICIES, RULES, AND REGULATIONS (CONT'D)

Topic	Description	Reference
Labor Management Relations	Describes a working knowlege of labor management agreements. This knowledge is essential to maintaining a healthy and open relationship with the people you work with. Management, as well as their employees, have well-defined roles, and responsibilities.	Agreements: http://interweb.faa.gov/ahr/policy/labrelate/labor.cfm
Management Responsibility for Ethical Conduct	Communicates rules of conduct. Provides information on Conduct and Discipline Program.	Meeting Legal Requirements...: http://interweb.faa.gov/ahr/soss/mainmenu.htm
Medical Information (Air Traffic Control Specialist Program)	Prescribes health programs for air traffic control specialist.	FAA 3930.3A
Merit Promotion Program (MPP) Permanent Internal Assignment and Temporary Internal Assignment	Refers employees to appropriate sources to learn about this program designed to identify qualified candidates for job positions.	HRPM EMP-1.14 HRPM EMP-1.15 PMS - Staffing- Permanent Internal Assignment and/or Temporary Internal Assignment: http://interweb.faa.gov/ahr/policy
Model Work Environment (MWE)	Communicates the Administrator's policy statement and other information on MWE. Communicates ATS' MWE vision.	Creating a Model Work Environment: http://interweb.faa.gov/ahr/soss/mainmenu.htm ATS - Managing Your Way to MWE Volume I: http://www.faa.gov/ats/mwe.htm
People With Disabilities	Provides the definition of a person with a disability and the agency's responsibility to provide reasonable accomodations.	National Coalition of Federal Aviation Employees with Disabilities: http://www.faa.gov/acr/ncfaed.htm President's Committee on Employment of People with Disabilities: http://www.pcepd.gov
Performance Standards	Provides brief, concise statement of policy requirements for measuring, managing, and improving performance.	Managing Performance: http://interweb.faa.gov/ahr/soss/mainmenu.htm
Preventing Harassment	Provides information to ensure that work environments are free of any type of harassment. Harassment includes deliberate or repeated, unsolicited comments or gestures that are unwelcome and interfere with work productivity.	FAPM Letter 2635: http://intranet.faa.gov/ahr/policy/fapm/fapms/index.cfm Preventing Sexual Harassment in the Work Place: http://www.faa.gov/acr/sxhar.htm

005199F.iii

A. POLICIES, RULES, AND REGULATIONS (CONT'D)

Topic	Description	Reference
Religious Freedom/Expression	Provides information on Religious Exercise and Expression in the workplace.	29 CFR 1614 White House Press Release 8/14/97
Sexual Harassment	Discusses unacceptable practice that violates title VII of the Civil Rights Act of 1964.	Stopping/Preventing Sexual Harassment in the Workplace: http://www.faa.gov/acr/employee.htm
FAA National PRIB	PRIBS 1-17 19,22-27,29,33-36 (same description as ATS PRIBS)	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #01	Personnel Reform — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #02	FAA Compensation Committee — 4/1/96	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #03	National Employee Forum — July 26, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #04	Simplified Position Descriptions — 7/26/96,	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #05	Highest Previous Rate -- 07/28/98	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #06	Overtime Definition — April 14, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #07	Sunday/Night Pay — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #08	Dual Compensation — July 26, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #09	Hard To Staff Facilities/Positions — April 14,1997	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #10	Gainsharing — July 26, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #11	Use of First 40/80 — January 14/97	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #12B	Variable Permanent Change of Station — 12-7-98	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #13	FAA Executive Hiring System — July 26, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #14	Executive Incentive Program — July 26, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #15	Partnership Council — July 26, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #16	Performance Management — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #17	Guaranteed Fair Treatment — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #18	External Hiring Options — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #18B	External Hiring (AT-CTI Graduates) — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #19	Interview Policy — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm

005199G.ill

A. POLICIES, RULES, AND REGULATIONS (CONT'D)

Topic	Description	Reference
ATS PRIB #20	Probationary Period — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #21	Promotion Qualifications- April 14, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #21A	Supplement for Terminal and En Route Certification of Development Air Traffic Control Specialist	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #22	Permanent Internal Assignment — April 1, 1996	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #23	Temporary Internal Assignment — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #24	Career Transition and Priority Selection — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #26	Executive System Staffing — January 14, 1997	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #27	Executive Systems — January 14, 1997	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #28	On-the-Spot Hiring Authority For Outstanding Scholars — July 29, 1997	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #29	Temporary Promotions Into Executive System Positions — February 2, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #30	On-the-Spot Hiring for AT-CTI Graduates — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB #31	Interchange Agreement — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm
ATS PRIB Supplement # 01 to FAPMS	Returns Rights — July 28, 1998	http://intranet.faa.gov/ahr/policy/prib/index.cfm

005199H.iii

B. FAMILY FRIENDLY SERVICES THAT SUPPORT EMPLOYEES

The following services are available to assist FAA employees and their immediate family members with personal problems. These services are also available to FAA employees, immediate family or recently retirees.

Topic	Description	Reference
Alternate Work Schedule (AWS)	The AWS handbook provides a framework for Federal agencies to consult in establishing alternative work schedule.	AWS: http://www.opm.gov/oca/aws/index.htm .
Child Care	Refers the employee to the appropriate FAA office for advice and assistance concerning child care.	FAA/PASS Agreement Article 56 DOT Child Care Manual NATCA Article 31 - FAA intranet: http://interweb.faa.gov/ahr/policy/benefits/benefits.cfm
Employee Assistance Program (EAP)	The EAP is a confidential program paid for by your employer to help you, your family/household members and recent retirees resolve personal concerns.	EAP: http://intranet.faa.gov/ahr 1-800-234-1EAP
Family and Medical Leave Act of 1993 (FMLA)	Family and Medical Leave provides employee entitlements to extended use of leave for medical situations.	FMLA: http://www.opm.gov/oca/leave/html/fmlafact.htm
Family Friendly Leave Act (FFLA)	This Act provides employees entitlement to take leave (annual or sick leave without pay) in any combination to provide care for family members.	Family Friendly Leave Act: http://www.opm.gov/oca/leave.html/fmlafact.htm Public Law 103.388
Federal Employees Family Friendly Leave Act (FEFFLA) of 1994	Federal Employees Friendly Family Leave Act provides employee entitlement to extended use of leave for medical situations when employees or their family members have serious or long-term illnesses.	Federal Employee Family Friendly Leave Act: http://www.opm.gov/oca/leave.html/fmlafact.htm
Health Care Federal Employees Health Benefits (FEHB)	FEHB information reviews health plans by state (Benefits, Quality Indicators, Rates).	FEHB: http://www.opm.gov/insure/index.html
Telecommuting	Telecommuting provides employees with the opportunity to perform their duties at alternate worksites during an agreed upon portion of their workweek.	Telecommuting: http://www.opm.gov/wrkfam/telecomm/telecomm.htm

005199I.III

C. EMPLOYEE ASSOCIATIONS & SPECIAL EMPHASIS PROGRAMS

Employee Associations provide input to the FAA in areas of EEO, Affirmative Action, and diversity. The Employee Associations are not mandated by regulation; however, the Department of Transportation and the Federal Aviation Administration formally recognize them.

The Council of African American Employees (CAAE)

FAA Gay, Lesbian or Bisexual Employees (GLOBE)

National Coalition of Federal Aviation Administration Native American and Alaska Native Employees (NAAN)

National Asian and Pacific American Association (NAPA)

National Black Coalition of Federal Aviation Employees (NBCFAE)

National Coalition of Federal Aviation Employees with Disabilities (NCFAED)

National Hispanic Coalition of Federal Aviation Employees (NHCFAE)

Technical Women's Organization (TWO)

Professional Women Controllers (PWC)

Special Emphasis Programs are mandated by regulation and are administered in the FAA through the Office of Civil Rights. The following are special emphasis programs:

Federal Women's Program (FWP)

Hispanic Employment Program (HEP)

People with Disabilities Program (PWDP)

D. FAA SPECIAL OBSERVANCES/SPECIAL EMPHASIS PROGRAMS

January

Martin Luther King's Birthday

February

Black History Month

March

Women's History Month

Women in Aviation

April

Professional Women Controllers (PWC) Training Conference

May

Asian Pacific Islander Month

National Asian Pacific American Training Conference

June

Gay Pride Month

FAA Gay, Lesbian or Bisexual Employees (GLOBE) National Training Conference

Native American & Asian American Employees (NAAN) National Training Conference

Technical Women's Organization (TWO) National Training Conference

July

FAA Diversity Day

Federally Employed Women (FEW) National Training Conference

August

Women's Equality Day

NHCFAE National Training Conference

D. FAA SPECIAL OBSERVANCES/SPECIAL EMPHASIS PROGRAMS (CONT'D)

September

Hispanic Heritage Month

NBCFAE National Training Conference

October

National Disability Month

FMA National Training Conference

FAA Hispanic Heritage Observance

November

Native American Month

E. ATS LABOR ORGANIZATIONS

National Association of Air Traffic Specialists (NAATS)

National Association of Government Employees (NAGE)

National Air Traffic Controllers Association (NATCA-AF)

National Air Traffic Controllers Association (NATCA-AT)

Professional Airways Systems Specialists (PASS-AF)

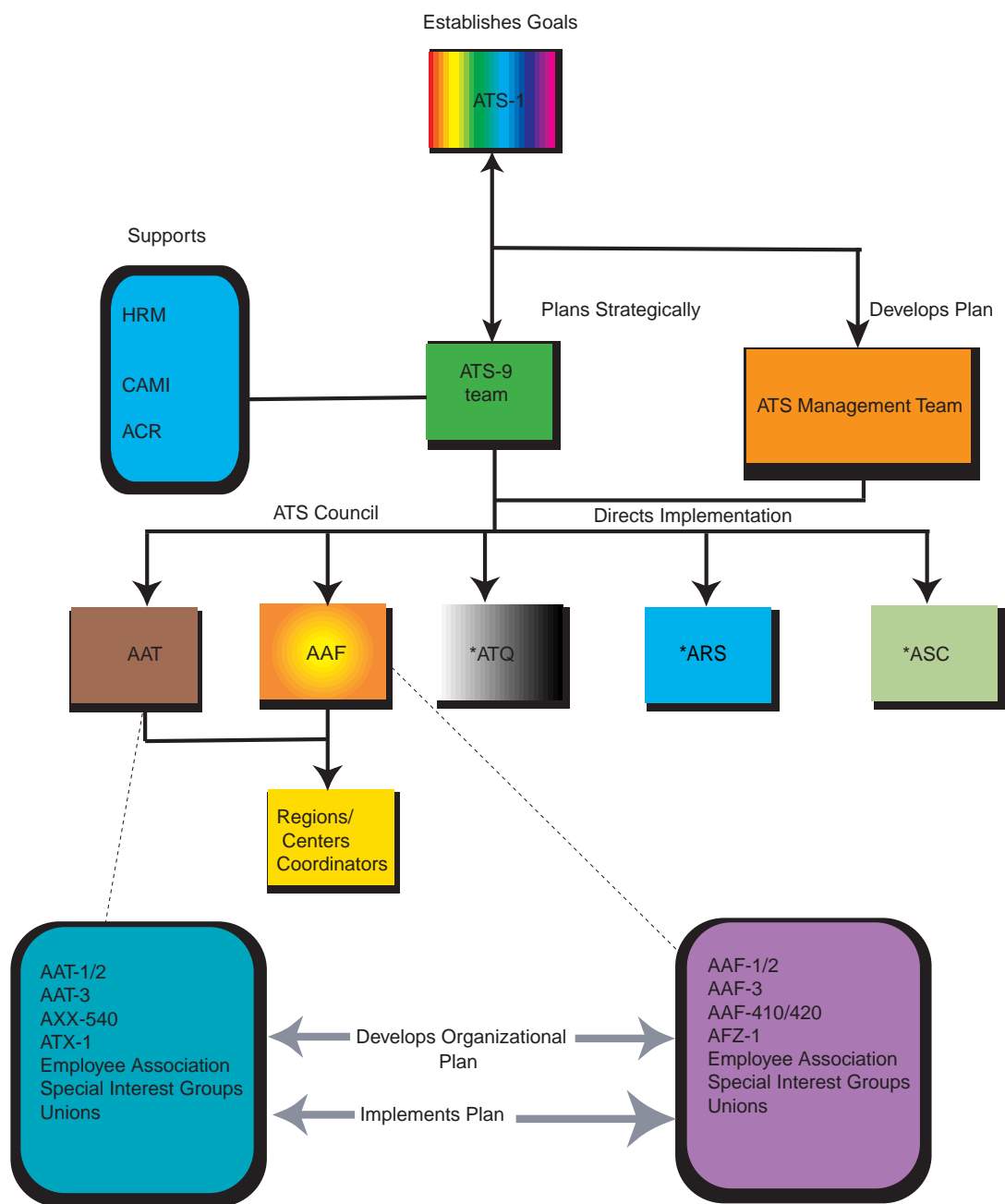
Professional Airways Systems Specialists (Aviation System Standards) (PASS-AVN)

Resource

AHL-200 202-267-3375

F. ATS MWE PROCESS FLOW CHART

The purpose of this flow chart is to illustrate the synergy throughout the ATS line of business relative to an MWE. ATS-1 and the Management Team serve as the steering committee. The ATS council members and the regional MWE coordinators are a long-standing group comprised of representatives from AAT, AAF, ASC, ATQ, and ARS. They function with the support of the ATS resource organizations, Civil Rights, Human Resources, CAMI, and the active participation of the employee associations and unions.



*NOTE: ARS, ATQ, and ASC have no links to the regions

G. ATS MWE COUNCIL AND COORDINATORS

ATS-Council

Shirley E. Jones - ATS
Mary Adams - AAT
Harold Pratt, Sr. - AAF
Lenora Jordan Harris - ASC
Veronica Sines/Keith E. Washington - ARS
Joan Devine/Margaret Mack - ATQ

AAT

Bernadette Queen - AAL
Patricia Reilly - AEA
Nancy Richmon – ACE
Carmen Quiles - AGL
Robert Isibel - ANE
Allan Hollinger - ANM
Denise Lyle - ASO
Margaret Rendon - ASW
Rose Cusic - AWP

AAF

Debra Jordan - AGL
Marvia Miller - AEA
Cathy Montgomery - ACE
Ken Bryant - ANE
Isaac Cantu - ASW
Judie Clarridge - ANW
Linda Gentry - AAL
Carol J. Gifford - AVN
Jo Richards - AWP
Brenda Smith - ASO